

DD/S 70-4513

16 NOV 1970

MEMORANDUM FOR: Director of Equal Employment

SUBJECT : Support Directorate Equal Employment Report

This report is in response to your memorandum of 7 October 1970 calling for the Directorate submissions to the EEO Program Report to the Civil Service Commission.

### RESOURCES

Three of the seven Offices of the Support Directorate have designated specific individuals to monitor the implementation of the Agency's Equal Employment Program within their jurisdiction. The other four Offices have elected to incorporate this function into their personnel administration. There is some evidence that the latter approach may be more effective than the former. In meeting the real objectives of the Program, i.e., assuring equal opportunity and eliminating any vestige of discrimination in employment practices, the Support Directorate believes that considerable flexibility should be allowed Line Officials in organizing and developing Program implementation resources. Instruction and training have been informal and limited to discussions of objectives and procedures at staff meetings and missionary work by the Support Directorate Equal Employment Officer. We believe that somewhat more formal training would be useful and we are exploring how this might best be offered. Our thinking is that understanding and sensitivity to the goals of equal employment opportunity are probably not engendered in a rigid classroom atmosphere but may be developed in small informal seminars.

### RECRUITMENT

All recruiting is conducted by or through the Office of Personnel. For clerical and lower graded nonprofessional positions, no specific requirements regarding race or sex are levied since there is ample evidence that there are good positive efforts by the Office of Personnel to recruit from minority groups for these positions. We are pleased at the efforts of Support Offices to work with the Office of Personnel in recruiting from minority groups and women for professional, semi-professional, and higher grade jobs.

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The Office of Training has successfully recruited Clerical Instructors (female) and a Scientific Linguist (black).

The Office of Medical Services has identified certain non-clerical positions that may be filled by women and has successfully recruited female psychometrists and female medical technicians.

The Office of Logistics recruited a minority electrical engineer. (Unfortunately, he did not EOD).

The Office of Communications has successfully recruited a minority engineer through its Co-Op Program.

The Office of Security has successfully recruited minority professional security officers.

Actual statistical minority and women recruitment performance is somewhat depressed by the reduction in ceiling, by equal attention to internal promotion, and by the indisputable fact that many jobs in the Support Directorate can only be performed by men. We intend to constantly challenge assumptions that certain jobs cannot be performed by women, and, of course, we would flatly reject any assumption, should one ever be detected no matter how inferentially, that any job could not be performed by a member of a minority group.

#### UTILIZATION OF PRESENT SKILLS

The entire personnel administration system operative throughout the Agency assures frequent periodic review of qualifications, potential for advancement, and opportunities to enhance skills through training. This system is stimulated by the fact that external recruitment has been somewhat curtailed. There is periodic interviewing of employees to discover their aspirations and aptitudes, to determine if their aptitudes can be enhanced by training or exposure, and to effect reassignments designed to utilize existing skills to the utmost.

#### UPWARD MOBILITY

The upward mobility of minority group members and women in the Support Directorate is directly connected to our efforts to utilize existing skills and to enhance those skills through training.

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Each Office has panels or committees whose task it is to select from within each grade those persons to be elevated to the next higher grade. These panels have been carefully and fully instructed over the years on the essentiality of selecting on the basis of qualifications without regard to race, creed, or sex. In order to carry out this instruction fully, some offices arrange that evaluation is done without the evaluators being aware of the identity of the individuals being evaluated. One further step is being sought through the training program mentioned above. This step will require review of minority group members and women periodically to search for the cause of individual failure to progress upward. Training for upper level positions and management assignments is available both internally and externally. These courses are well attended and personnel at all levels with an interest and aptitude are encouraged to apply. There was a conscious effort to assure minority group and female participation on committees and task forces. Earlier initial efforts along these lines have been so successful that there is no longer any need to encourage such efforts. Promotions continue to be made on the basis of qualifications, but opportunities are sought to assist in developing qualifications so that minority group members and women may compete for available promotions more effectively.

#### SUPERVISORS AND MANAGERS

The Support Directorate has used both formal and informal channels to disseminate the Equal Employment Program principles. Perhaps most effective is the staff meeting. Periodically, Office Heads are briefed on Equal Employment objectives and performance within the Support Directorate. They, in turn, pass this word with such additional comments as are appropriate to their Division Chiefs, and so on through the organization. Grievance procedures and actions which by inference identify minorities or are prejudicial to them are explained in the same manner. As noted above, it is hoped to introduce the Equal Employment seminar at an early date.

#### EVALUATION AND REPORTS

Periodic reports are made to the Deputy Director for Support on accomplishments under the Equal Employment Program by the several Support Offices. In addition, a statistical report is made by the Office of Personnel so that the DD/S

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may comparatively judge the overall progress of the Directorate.



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EEO Officer  
Support Directorate

SA-DD/S/AMW:bak(13 Nov. 70)

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